

## Report 2: Business Requirements Mapping (mapped to initiatives)

### **Initiative:** Enhanced Customer Relationship Management - Consolidated Call Center

*Improve customer satisfaction by proactively seeking customers' input, and "reaching out" to train and assist them with all SFA-related concerns. This initiative includes the consolidation of multiple call center capabilities to provide "one-call-does-it-all" functionality for customers.*

<b>Line Num</b>	<b>Channel</b>	<b>Category</b>	<b>Requirement ID</b>	<b>Requirement</b>	<b>Blueprint/CSTF</b>
1		Call Centers	STU037	STU037: Give phone operators the best technology to serve students (i.e., "screen pop", anticipatory call center technology).	CSTF
2			SCH059	Commit to a policy that any complaint from schools will be addressed promptly.	CSTF
3	Students	Call Centers	None	1-800-4FEDAID answers 95% of phone calls.	Performance Plan
4	Students	Call Centers	None	Establish one toll-free number for students, including TTY (by 9/00). ITIRB Ref #34 (FY00) - FFEL,	Performance Plan
5	Schools		None	Assign each school a contact point who will be a part of a Customer Service Team with the know-how and authority to solve problems with one call (by January 2000).	Performance Plan
6	Students	Loan Repayment	None	Establish one toll-free number for "one call" customer service (by 9/00).	Performance Plan
7		Call Centers	STU051	STU051: Provide 24-hour access to accounts through a choice of the web or a toll-free call.	CSTF
8		Call Centers	STU036	STU036: Establish one toll-free number for students. Make account information on loan balances, payment histories, and other general account information available 24 hours a day, 7 days a week.	CSTF
9		Call Centers	STU039	STU039: Create a global one-stop shopping customer service department for teletype writer for the deaf (TTY).	CSTF
10		Call Centers	SCH014	SCH014: Give all schools a cost-free way to contact OSFA.	CSTF
11		Aid Application	STU007	STU007 (Process Related): Let students/ families choose the communication method best for them. (Don't forget people without computers. Use the Internet as much as possible, but also provide plain language pamphlets and toll-free phone service.)	CSTF
12			PAR009	Assign each partner a Customer Service Team with the know-how and authority to solve problems. Organize around customer segments.	CSTF
13			PAR015	Create a rapid response team to quickly and effectively identify and address serious administrative problems.	CSTF
14			SCH004	Assign more OSFA people to give schools technical assistance in all programs.	CSTF
15			SCH014	Give all schools a cost-free way to contact OSFA.	CSTF
16	Students		None	Students and families will be able to choose the communication method that is best for them as they begin the financial aid planning and application process. While the primary focus will always be self-service, aid information through the school financial aid administrators will be facilitated by a modernized OSFA. OSFA will provide easy-to-use technology through the Internet as well as call systems, available 24 hours daily, to answer financial aid questions and simplify the application	Blueprint

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### **Initiative:** Enhanced Aid Awareness

*Enhance all programs designed to inform the public of the availability of student financial assistance and educate them on various aid options and processes of applying for aid.*

<b>Line Num</b>	<b>Channel</b>	<b>Category</b>	<b>Requirement ID</b>	<b>Requirement</b>	<b>Blueprint/CSTF</b>
17	Students		None	Students and their families will be provided earlier education about financial aid. From elementary school onward, children and their families will be informed that post-secondary education is readily accessible and affordable given the vast array of financial aid programs available. They will have access to information and educational materials directly through their schools and at their fingertips on the	Blueprint
18			STU016	Sponsor an annual workshop to promote outreach partnership and activities such as aid awareness and application assistance.	CSTF
19			STU013	Partner with schools and other organizations to help student aid applicants with special needs, (e.g., returning non-traditional students, welfare to work, and returning veterans).	CSTF
20			STU018	Partner with TRIO, GEAR-UP, the Office of Elementary and Secondary Education, the Office of Bilingual Education and Minority Languages Affairs (OBEMLA), the Office of Vocational and Adult Education, and other ED offices to disseminate financial aid information and help students complete the application process. Additionally, partner with non-ED offices such as the American Council on Education, the College Board, and NASFAA.	CSTF
21			STU005	Get help from media organizations to target specific populations, including non-traditional student	CSTF
22			STU012	Expand initiatives with cultural and language organizations to help translate OSFA information into foreign languages (recognize different cultures within language segments). Copy the best of what other agencies and companies do to communicate in foreign languages.	CSTF
23		Aid Application	STU040	STU040 (Web Related): Host an OSFA chat room w/ financial aid experts to help applicants.	CSTF
24	Students	Aid Awareness	None	Provide Web linkages that are used by at least 100k people per year to financial planners on the web (by 3/00).	Performance Plan
25	Students	Aid Awareness	None	Partner with at least five other organizations, like USPS, fast food restaurants, etc. to get the word out: College is possible (by 9/00).	Performance Plan
26	Students	Aid Awareness	None	Create a "speakers bureau" of student aid professionals who can carry our message to schools and students (by 9/00).	Performance Plan
27	Students	Aid Awareness	None	Establish a system to get aid info to returning veterans, welfare to work participants, home-schooled, disabled, and youth in detention centers (by 9/00).	Performance Plan
28	Students	Aid Awareness	None	Ensure info is provided in accessible formats for special needs such as brailled and TTY for the sight and hearing impaired (by 9/00).	Performance Plan
29	Students	Aid Awareness	None	Sponsor the first annual workshop to promote outreach (by 9/00).	Performance Plan

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30			STU014	Get financial aid information to youth who are in detention centers, and to their parents.	CSTF
31	Students	Aid Awareness	None	Test all new products/services with students to ensure they are understandable.	Performance Plan
32			STU002	Link the "Think College Early" web site to other web sites used by students, parents, teachers, and career counselors. Hotlink it to sites of postsecondary institutions, lenders, guaranty agencies, and other federal agencies to provide consumer protection information, loan repayment calculation models, Department of Labor (DOL) job and income data, college job placement rates, and other relevant information. Provide access to free financial planners on the web subject to the Office of the General Counsel (OGC) concurrence. Include appropriate disclosure and privacy and security measures.	CSTF
33	Students	Aid Awareness	None	Create a new, high quality SFA web site; link to "Think College Early" and increase hits by 10% (by	Performance Plan
34			STU011	Partner with the National Association of Student Financial Aid Administrators (NASFAA) and state agencies to help develop a "speakers bureau" of student financial aid professionals, including high school guidance counselors, who can go to career days, Parent Teacher Association (PTA) meetings, middle schools, and high schools.	CSTF
35			STU010	Create a communication department within OSFA to handle all forms of information dissemination for all customer segments in coordination with the Department of Education (ED) public affairs office.	CSTF
36			STU004	Teach local, state, and federal agencies, non-profit, community, and national organizations about financial aid.	CSTF
37			STU001	Provide Early Awareness information to students and their families so they can plan for postsecondary education early. Create an Office of Student Financial Assistance (OSFA) web site that links to the "Think College Early" web site that students and parents can use to plan investments in education. It will tell them the cost of becoming anything from a lawyer to a cosmetologist and what income to expect. It will also have financing options, tips for saving, and student loan debt management counseling. Download it free and use it at home. Include appropriate disclosure and privacy and	CSTF
38			STU008	Get Internet Service Providers (ISP), schools, and outreach partners to create electronic web site links to the OSFA home page.	CSTF
39			STU015	Develop and distribute videos on postsecondary education and financial aid to students who don't go to school (i.e. home-schooled or disabled).	CSTF

## Report 2: Business Requirements Mapping (mapped to initiatives)

### **Initiative:** Enhanced Electronic FAFSA

*Improve the electronic FAFSA through various modifications including the acceptance of data input through alternative means (e.g., tax preparer software), the creation of an electronic Spanish language FAFSA, and other value creating enhancements to the electronic FAFSA.*

<b>Line Num</b>	<b>Channel</b>	<b>Category</b>	<b>Requirement ID</b>	<b>Requirement</b>	<b>Blueprint/CSTF</b>
40		Aid Application	STU033	STU033 (Forms Related): Redesign FAFSA to offer a “check-off block” to indicate special circumstances (e.g., reduced income or dependency issues).	CSTF
41		Aid Application	STU021	STU021 (Web Related): Partner w/ colleges to build software that transfers application data into FAFSA on the Web, like the commercial software that Cal State and schools in New York use.	CSTF
42		Aid Application	STU019	STU019 (Forms Related): Redesign the FAFSA & Loan Consolidation applications to make them simple and user-friendly. ITIRB Ref #21 (FY00) - Web Enhancement, \$400k	CSTF
43		Aid Application	STU020	STU020 (Web Related): Partner with tax prepares & tax software developers to feed 1040 data to FAFSA on the Web. ITIRB Ref #18 (FY99) - Partner with tax software preparers, \$90k	CSTF
44		Aid Application	STU032	STU032 (Forms Related): Highlight general deadlines on chart in Application package.	CSTF
45		Aid Application	STU031	STU031 (Forms Related): Make 1-800-4FED-AID more visible on the FAFSA and clearly identify that the number is OSFA and not the student’s school financial aid office.	CSTF
46		Aid Application	STU024	STU024 (Forms Related): Let students list all the schools they are applying to on the FAFSA.	CSTF
47	Students	Aid Application	None	Redesign the FAFSA to make it simpler and user friendly (by 9/00).	Performance Plan
48	Students	Aid Application	None	Work with at least five states and colleges so data from college applications can be electronically applied to FAFSA on the Web (by 6/00).	Performance Plan
49	Students	Aid Application	None	ITIRB Ref #12 (FY00) - CAVIRS Data Match CPS, \$200k	ITIRB
50	Students	Aid Application	None	ITIRB Ref #8 (FY00) - PLUS Redesign (FAFSA), \$200k	ITIRB
51	Students	Aid Application	None	Enable students to correct FAFSA errors on the web (by 9/00). ITIRB Ref #7 (FY99), \$650k, Completed 9/99	Performance Plan
52	Students	Aid Application	None	Simplify FAFSA renewal so that the form is mostly filled out by ED (by 6/00).	Performance Plan
53	Students	Aid Application	None	Notify Students when their electronic FAFSAs have been received, and again when processing is completed (by 09/00).	Performance Plan
54	Students	Aid Application	None	Test all proposed form changes with focus groups (3/00).	Performance Plan

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55	Students	Aid Awareness	None	Partner to focus on translating more publications into Spanish and post them on a Spanish version of our web page (by 9/00). ITIRB Ref #5 (FY00), \$1,000k	Performance Plan
56		Aid Application	STU029	STU029 (Forms Related): Test annual FAFSA changes with focus groups. ITIRB Ref #17 (FY99) - Test FAFSA with students & parents, \$240k	CSTF
57			SCH052	Look into translating more ED publications into Spanish and posting them on a Spanish web page. See if there is a need to publish in other languages.	CSTF
58		Aid Application	STU025	STU025 (Process Related): Notify students when their FAFSAs have been received and again when processing completed.	CSTF
59		Aid Application	STU023	STU023 (Forms Related): Simplify FAFSA renewal – OSFA completes form, students sign. ITIRB Ref #15 (FY00), \$250k	CSTF

## Report 2: Business Requirements Mapping (mapped to initiatives)

### **Initiative:** Financial Management System (FMS)

*Validate the current SFA financial management system, design an integrated financial management system to manage the flow of financial information across all SFA information systems, and analyze the financial impact of this conversion.*

<b>Line Num</b>	<b>Channel</b>	<b>Category</b>	<b>Requirement ID</b>	<b>Requirement</b>	<b>Blueprint/CSTF</b>
60	CFO		None	Reduce the number of issues reported from the baseline of FY99.	Performance Plan
61	CFO		None	Design and implement the DL Subsidiary Ledger	Performance Plan
62	CFO		FS01	Maintain system-processing rules consistent with established financial management policy. This subprocess sets the framework in which all other Core financial system functions operate. Other processes, such as application security and other internal controls needed to support general requirements, which apply to all financial management systems, also fall under this subprocess.	Blueprint
63	CFO		FS02	Maintain account balances by the fund structure and by individual general ledger accounts established in the Core Financial System Management subprocess. Maintain audit trail information of all financial transactions sent to and received from ED/CFO, ED/Budget, and OSFA. The general ledger is supported by subsidiary ledgers at various levels of detail. These subsidiary ledgers are developed by this subprocess as well.	Blueprint
64	CFO		None	Complete Phase I of the Financial Management System (to include the Development and Implementation of the Budget Execution module)	Performance Plan
65	CFO		None	Interim system is operational (by January 2000).	Performance Plan
66	CFO		None	Develop and implement the FFEL Subsidiary Ledger	Performance Plan
67	CFO		None	Receive a clean audit opinion for FY99 (by March 2000).	Performance Plan
68	CFO		None	Provide timely responses to internal audit reports.	Performance Plan

## Report 2: Business Requirements Mapping (mapped to initiatives)

**Initiative:** IT Management - IT Management Plan

*Create a plan to manage the various analysis/ design enterprise-wide architecture changes slated to occur in the SFA IT environment.*

<i>Line Num</i>	<i>Channel</i>	<i>Category</i>	<i>Requirement ID</i>	<i>Requirement</i>	<i>Blueprint/CSTF</i>
69	CIO		None	Manage the transition of all systems into the millennium in accordance with OCIO Day One plans with all events occurring as planned. (Measured as of January 18, 2000)	Performance Plan
70	CIO		IT06	Ensure the privacy, integrity and availability of data by administering systems and physical security practices for IT infrastructure.	Blueprint
71	CIO		IT03	Leverage the benefit of new and mature technologies to design and rollout IT products and services to support business operations.	Blueprint
72	CIO		IT05	Maximize system availability through risk mitigation and recovery planning.	Blueprint
73	CIO		None	Manage the implementation of new systems or changes to systems from November 1999 to March 2000 with minimum risk and resulting in no system failures. (Measured as of March 2000)	Performance Plan
74	CIO		None	Provide all Student Aid Financial services without invoking contingency plans as a result of a major delivery system failure. (Measured as of January 15, 2000)	Performance Plan
75			SCH016	Have a stable cycle for systems changes. Reduce or eliminate crises-generated "quick fixes" that require extensive school reprogramming.	CSTF
76	CIO		None	Achieve 90 percent of the annual major modernization milestones that have been approved by the Information Technology Investment Review Board. (September 2000)	Performance Plan

## Report 2: Business Requirements Mapping (mapped to initiatives)

**Initiative:** IT Management - Enterprise Architecture Design for Internet  
*Complete planning and analysis/design for enterprise-wide architecture for the internet.*

<i>Line Num</i>	<i>Channel</i>	<i>Category</i>	<i>Requirement ID</i>	<i>Requirement</i>	<i>Blueprint/CSTF</i>
77		Aid Application	STU022	STU022 (Web Related): Get people to use the electronic FAFSA instead of paper. Issue Personal Identification Numbers (PINs) so students can correct FAFSA errors through the Internet. (ITIRB Ref #9 (FY99) - PIN Registration, \$125k )	CSTF

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**Initiative:** Enterprise Information System (EIS)  
*Prototype - Design a prototype to enable the standardization of all SFA systems' reports. Implementation - Implement the system to enable the standardization of all SFA EIS reports.*

<i>Line Num</i>	<i>Channel</i>	<i>Category</i>	<i>Requirement ID</i>	<i>Requirement</i>	<i>Blueprint/CSTF</i>
78	CIO		IT07	Maintain a common operating environment (for reporting) across all elements of IT infrastructure and services.	Blueprint
79			PAR029	Build in adequate time for system testing and enhancements.	CSTF

## Report 2: Business Requirements Mapping (mapped to initiatives)

### **Initiative:** Enhanced Aid Origination & Funds Disbursement

*Modify or simplify existing Loan Origination processes. Provide ability to originate and disburse all types of financial aid through a single delivery system.*

<b>Line Num</b>	<b>Channel</b>	<b>Category</b>	<b>Requirement ID</b>	<b>Requirement</b>	<b>Blueprint/CSTF</b>
80	Schools		AA05	Assist schools in creating aid packages (e.g., provide participant aid history), forward aid package information to the participant, and maintain changes in information.	Blueprint
81	Schools	Miscellaneous	None	Complete reimbursement requests within 30 days.	Performance Plan
82	Schools	Aid Application	None	Process PELL origination and disbursement records within 24-36 hours. The current baseline is three	Performance Plan
83	Schools	Aid Application	None	Process Direct Loan origination and disbursement records within three days. The current baseline three days.	Performance Plan
84	Schools		None	Improve the Direct Loan origination, reconciliation and closeout process (by September 2000).	Performance Plan
85	Schools		None	Establish Partnership Council Teams with our school partners to ensure delivery of quality customer service and address other common concerns (by July 2000).	Performance Plan
86	Students	Aid Application	None	Reduce FAFSA processing time 10% (by 09/00). The current baseline is 6 days.	Performance Plan
87	Financial		None	Funds are available within ten days of determining appropriate funding eligibility at least 95 percent of the time (by September 2000).	Performance Plan
88	Financial		None	OSFA and its financial partners will take advantage of commercially available systems and services to: Create common business rules for origination and disbursement	Blueprint
89		Aid Application	STU028	STU028 (Forms Related): Include language on SAR that reinforces role of taxpayer dollars in student	CSTF
90		Aid Application	STU038	STU038 (Forms Related): Provide info in accessible formats to meet special needs (i.e., Note on printed materials that can be provided in other formats).	CSTF
91		Aid Application	STU027	STU027 (Forms Related): Revamp the Student Aid Report (SAR) in its current format. Instead, send student applicants a plain language letter that clearly explains what's next, details the information they provided, and explains how to correct any FAFSA errors. ITIRB Ref #16 (FY99) - Replace SAR with letter, \$90k	CSTF
92	Schools		None	Involve schools in operational decisions to assess their impact, and test changes with schools before implementing them (by September 2000).	Performance Plan

## Report 2: Business Requirements Mapping (mapped to initiatives)

### **Initiative:** Direct Loan Servicing Reengineering

*Reduce cost while improving service to students and schools. Scope will include the existing processes and systems for the Schools Channel, including loan consolidation, central database functions, recording the loan on the servicing system, repayment, early collection efforts, and customer service. The systems review will include LCS, CDS, and DLSS (in whole or in part).*

<b>Line Num</b>	<b>Channel</b>	<b>Category</b>	<b>Requirement ID</b>	<b>Requirement</b>	<b>Blueprint/CSTF</b>
93	Students	Consolidation	None	Process loan consolidations in 60 days or less.	Performance Plan
94	Students	Loan Repayment	None	Reduce turnaround time for processing Direct Loan forbearance and deferment requests (by 9/00). The current baseline is 5 days from the date of receipt.	Performance Plan
95	Students	Consolidation	None	Redesign the consolidation application to make it simpler and user friendly by 09/00.	Performance Plan
96		Loan Repayment	STU043	STU043: Reduce interest rates for on-time payers or who use methods that reduce OSFA's costs. ITIRB Ref #25 (FY00) - DL Servicing Interest rate discount CDS, \$200k, ITIRB Ref #26 (FY00) - DL Servicing Interest rate discount DLS, \$1,000k	CSTF
97		Collections	STU047	STU047: Work with DCS operations to make it more effective, less costly, and customer service	CSTF
98		Consolidation	STU030	STU030: Test all changes to Direct Consolidation Loan application with focus groups (consisting of DL and FFEL borrowers).	CSTF

## Report 2: Business Requirements Mapping (mapped to initiatives)

### **Initiative:** Enhanced Loan Repayment - Debt Collections

*Determine the best approach for improving processes/methods for Debt Collections.*

<i>Line Num</i>	<i>Channel</i>	<i>Category</i>	<i>Requirement ID</i>	<i>Requirement</i>	<i>Blueprint/CSTF</i>
99	Financial		None	A customized Web site, linking OSFA to lender, guarantor, and servicer sites, will provide proactive debt management tools that: Inform borrowers of all their repayment options, including standard, graduated, extended, and income-contingent payment plans	Blueprint
100	Students	Loan Repayment	None	Keep the cohort default rate under 10%.	Performance Plan
101	Students	Collections	None	Try at least five new ways to make debt collection more effective, less costly, and more customer service oriented (by 9/00).	Performance Plan
102	Students	Aid Application	None	Reduce percentage of applicants with Defaulted loans and grant overpayments who receive additional Title IV aid (by 09/00)	Performance Plan
103	Financial		None	Increase the default recovery rate for loans in default held by guaranty agencies (by September 2000).	Performance Plan
104	Financial		None	OSFA and its financial partners will take advantage of commercially available systems and services to: Automatically create deferments as borrowers transfer among schools	Blueprint
105	Students	Loan Repayment	None	Keep the default recovery rate at 10% or higher.	Performance Plan
106	Financial		None	A customized Web site, linking OSFA to lender, guarantor, and servicer sites, will provide proactive debt management tools that: Provide information on available payment methods, including automatic debit, payroll deduction, or debit card transactions	Blueprint
107	Financial		None	In cooperation with guarantors, develop electronic payment/reporting systems (by September 2000).	Performance Plan
108	Financial		None	A customized Web site, linking OSFA to lender, guarantor, and servicer sites, will provide proactive debt management tools that: Dynamically factor in non-student loan debt to augment the debt management plan	Blueprint
109		Loan Repayment	STU044	STU044: Explore payment options like loan repayment through salary withholding.	CSTF
110	Financial		None	A customized Web site, linking OSFA to lender, guarantor, and servicer sites, will provide proactive debt management tools that: Offer information related to loan consolidation alternatives.	Blueprint
111	Schools		None	_ Automated enrollment verification, solving the problem of students not receiving loan deferments to which they are entitled. This will help reduce "technical defaults."	Blueprint
112		Collections	STU053	STU053: Offer debt counseling to borrowers in the Debt Collection Service (DCS) loan portfolio.	CSTF
113		Loan Repayment	STU045	STU045 (Process Related): Offer "entrance" and "exit" counseling more frequently/clearer. ITIRB Ref #27 (FY00), \$400k	CSTF

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### **Initiative:** Enhanced Loan Repayment - Debt Collections

*Determine the best approach for improving processes/methods for Debt Collections.*

<b>Line Num</b>	<b>Channel</b>	<b>Category</b>	<b>Requirement ID</b>	<b>Requirement</b>	<b>Blueprint/CSTF</b>
114		Loan Repayment	STU042	STU042: Give borrowers flexible & practical payment options. ITIRB Ref #20 (FY00) - FFEL, \$150k	CSTF
115		Loan Repayment	STU049	STU049: Offer a voluntary tax refund offset for borrowers in addition to their regular monthly payments.	CSTF
116		Loan Repayment	STU048	STU048: Give borrowers a choice of how to apply overpayments to direct loan accounts.	CSTF
117		Loan Repayment	STU050	STU050: Process forbearance and deferment requests efficiently.	CSTF
118	Financial		None	Work with financial partners to create programs to continue to reduce the lifetime default rate for each cohort of FFEL loans (by September 2000).	Performance Plan
119	Financial		None	A customized Web site, linking OSFA to lender, guarantor, and servicer sites, will provide proactive debt management tools that: Enable the student to link to online providers which calculate estimated monthly payments based on loans held across lenders	Blueprint
120			PAR037	Give student borrowers debt management information electronically and in paper.	CSTF

## Report 2: Business Requirements Mapping (mapped to initiatives)

### **Initiative:** Enhanced Monitoring of External Entities

*Design and implement monitoring capabilities for existing channels including schools and financial partners as well as other external entities as required.*

<i>Line Num</i>	<i>Channel</i>	<i>Category</i>	<i>Requirement ID</i>	<i>Requirement</i>	<i>Blueprint/CSTF</i>
121	Schools		None	Using case management tools and risk analysis — and in close collaboration with accreditation agencies, state licensing and authorization agencies, and guaranty agencies — ensure that participating schools meet regulatory standards (by September 2000).	Performance Plan
122	Schools		None	_ Self-service and performance-based reviews, alleviating burdensome review processes for schools. School administrators will have appropriate access to their OSFA profile. OSFA supplied risk management tools will enable schools to identify performance trends including delinquency and default based on current and historic data. With these tools, schools will have the ability to help current and former students, as well as to proactively improve their OSFA standings using data that reconciles directly with OSFA records. Performance-based reviews will reduce the number and frequency of OSFA program reviews of schools. Instead, the OSFA and its partners will agree to a limited number of key performance indicators and tolerance levels. Schools that meet or exceed these targets through pro-active self-auditing efforts and corrective action will be less subject to OSFA audits—thereby focusing OSFA resources on the schools in most need of guidance and support.	Blueprint
123	Students	Collections	None	Increase by five, the number of guaranty agency partnerships with SFA designed to improve portfolio management (by 9/00).	Performance Plan
124	Schools	Miscellaneous	None	Process 95 percent of school recertifications within 120 days of receipt. The current benchmark is 42 percent.	Performance Plan
125	Schools	Miscellaneous	None	Resolve 95 percent of school audits within six months of receipt (by September 2000). The current baseline is 82 percent.	Performance Plan
126	Schools	Miscellaneous	None	Keep the cohort default rate under ten percent. The current baseline is 9.6 percent.	Performance Plan
127	Schools		None	Identify schools that fail to submit audits or that submit audit reports late and take appropriate action.	Performance Plan
128	Financial		None	Join current guarantor and lender groups or establish Partnership Council Teams with guaranty agencies and lenders and to develop guiding principles of quality service, training and technical assistance materials, performance data for benchmarking purposes, develop common standards and operating rules to simplify transactions, and to address issues to improve service to students (by June	Performance Plan
129	Financial		None	Continuously ask our financial partners two questions: "Are we doing a better job as your partner?" and "What can we do next year to improve even more?"	Performance Plan
130	Financial		None	Reduce fraudulent loan discharge cases below 1998 baseline (by December 1999).	Performance Plan
131	Financial		None	Keep the cohort default rate under ten percent. The current baseline is 9.6 percent.	Performance Plan
132	Financial		None	Continue to work with guaranty agencies and lenders to improve the quality of data in NSLDS.	Performance Plan
133	Financial		None	Identify guaranty agencies and lenders that submit audit reports late and take appropriate action.	Performance Plan

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<i>Line Num</i>	<i>Channel</i>	<i>Category</i>	<i>Requirement ID</i>	<i>Requirement</i>	<i>Blueprint/CSTF</i>
134			SCH003	Expand current initiatives to help non-compliant schools and schools on reimbursement with an action plan to improve their management of Title IV programs.	CSTF
135	Schools		None	Assess and continue to improve the quality of data in PEPS.	Performance Plan
136	Schools		None	Expand our current initiatives for new schools, including the creation of an eligibility checklist, preparing instructions on how to begin to draw funds, providing onsite technical assistance if requested, and extending an invitation to come to the regional office to meet the SFA staff (by September 2000).	Performance Plan

# Report 2: Business Requirements Mapping (mapped to initiatives)

**Initiative:** Web Portals Prototype  
*Design and implement a prototype to deliver capabilities for all students, schools, and/or financial partners and enable easier and more efficient data transfer through an internet interface.*

<i>Line Num</i>	<i>Channel</i>	<i>Category</i>	<i>Requirement ID</i>	<i>Requirement</i>	<i>Blueprint/CSTF</i>
137				(Same requirements as for "Web Portals for Customers" initiative).	Various

## Report 2: Business Requirements Mapping (mapped to initiatives)

### **Initiative:** Web Portals for Customers

*Design and implement online capabilities for all customers (students, schools, financial partners, etc.) to enable easier and more efficient data transfer through internet and/or other online interfaces (including Student Account Manager functionality).*

<b>Line Num</b>	<b>Channel</b>	<b>Category</b>	<b>Requirement ID</b>	<b>Requirement</b>	<b>Blueprint/CSTF</b>
138			SCH018	Post the publication calendar on the OSFA web site, and get public feedback.	CSTF
139		Aid Application	STU009	STU009 (Web Related): Put OSFA web site links on various web site banners, subject to OGC	CSTF
140		Consolidation	STU052	STU052: Include FFEL info on the OSFA web site, including consolidation forms, and permit electronic submission.	CSTF
141	COO	Employees	ES0509	Feedback and Communication maintains an interactive employee communication tool (e.g., Web, Lotus Notes, virtual "Water Cooler")	Blueprint
142			PAR050	Let states incorporate their state student grant application form or process into FAFSA on the Web.	CSTF
143	Schools		None	Allow schools to download all SFA software and materials through the SFA web site (by April 2000).	Performance Plan
144			SCH005	Replace the Information for Financial Aid Professionals (IFAP) web site with a more sophisticated and robust web site. Make the "what's new" area on IFAP more visible, and replace or upgrade the IFAP search engine.	CSTF
145	Financial		None	OSFA and its financial partners will take advantage of commercially available systems and services to: Implement electronic signature technology to eliminate paper processing of critical financial aid forms provide proactive debt management tools that:	Blueprint
146			PAR046	In cooperation with guarantors, develop electronic payment/reporting systems.	CSTF
147			PAR038	Include information on the ed.gov web site regarding both Direct Loan and FFEL consolidation options subject to appropriate disclosure and privacy and security measures.	CSTF
148			SCH020	Allow schools to download all OSFA software and materials through the OSFA web site.	CSTF
149			SCH060	Partner with schools to develop a Knowledge Management process so they can share ideas and information. Keep the information in a common database; a "library" of information for schools to access. Include appropriate disclaimers that ED has not reviewed and approved the information.	CSTF
150			PAR004	Continue to use the Customer Service Task Force web site and feedback pages or a similar site to capture customer feedback. Use this method with other existing feedback sources.	CSTF
151			SCH056	Continue to use the Customer Service Task Force web site and feedback pages or a similar site to capture customer feedback. Use this method with other existing feedback sources.	CSTF
152	Schools		None	Enable schools to electronically submit official cohort rate appeals based on new data (by September	Performance Plan
153			SCH058	Create an ongoing user-friendly customer service feedback system any place OSFA has an Integrated Voice Response Unit (IVRU).	CSTF

## Report 2: Business Requirements Mapping (mapped to initiatives)

### **Initiative:** Web Portals for Customers

*Design and implement online capabilities for all customers (students, schools, financial partners, etc.) to enable easier and more efficient data transfer through internet and/or other online interfaces (including Student Account Manager functionality).*

<b>Line Num</b>	<b>Channel</b>	<b>Category</b>	<b>Requirement ID</b>	<b>Requirement</b>	<b>Blueprint/CSTF</b>
154	Students	Aid Application	None	Increase the number of FAFSAs filed electronically from 3 million last year to 4 million in FY 2000 (by 09/00).	Performance Plan
155	Schools		None	_ Paperless interaction between OSFA and schools, providing a streamlined aid process. FAFSAs, SARs and cohort default rate review information will all be provided electronically.	Blueprint
156	Students	Consolidation	None	Allow electronic submission of the Direct Loan consolidation forms via the web (by 3/00). ITIRB Ref #21 (FY00) - LC Web Application enhancements, \$400k	Performance Plan
157	Students	Aid Application	None	Eliminate paper processing for students participating in the MENTOR project in NY (by 3/00). ITIRB Ref #6 (FY00), \$100k	Performance Plan
158	Students	Loan Repayment	None	At every contact, give students access to educational debt counseling, in addition to "Entrance" and "Exit" counseling (by 9/00).	Performance Plan
159	Students	Aid Application	None	Convert at least two currently paper-intensive business processes to all-electronic and measure the effect on unit cost (by 9/00).	Performance Plan
160	Students		None	Self-servicing options through the Web and sophisticated telephone systems will allow students to get the financial aid information they need, when they need it, day or night.	Blueprint
161	Students		None	_ Online "Personal Assistant" Help—As students enter the OSFA Web site, this handy automated search engine will quickly direct them to resources, provide answers to their questions, and will point out helpful hints to speed the financial aid process. For students who do not have access to a personal computer or the Internet, a toll-free number will be available. A call to this number will link students to a customer service representative who will use the "personal assistant" to help provide answers.	Blueprint
162	Students		None	_ Online Financial Planning Tools—No longer will students have to wait for someone else to tell them what options are available to finance their education. By providing access from OSFA's site to other sites' existing online tools, students will be able to build aid and repayment scenarios at home with their parents, so they can truly understand how aid decisions will impact their financial future. Ongoing alternative outreach efforts will continue to target students and families without access to the Internet.	Blueprint
163	Students		None	_ Electronic Forms Signature and Submission—A Modernized OSFA will not only provide easy access to information but quick, no-hassle aid application as well. An electronic signature on a student's Web-created aid application will eliminate the need for submission of paper forms. Electronic submission of the FAFSA, as well as electronic signing of loan promissory notes, will mean students will not only be able to do preliminary estimates but will also be able to link schools and lenders who will provide actual financial aid packages and delivery of funds. A virtual student account, providing a source for all aid information, that can be accessed either by school administrators or directly by students. The account tracks enrollment, disbursement, and repayment transaction information. The account displays information from various lenders and presents this data seamlessly to applicants and	Blueprint
164	Schools		None	Post the schedule of SFA publications needed by schools on our web site, and get public feedback on it (by January 2000).	Performance Plan

# Report 2: Business Requirements Mapping (mapped to initiatives)

**Initiative:** Web Portals for Customers  
*Design and implement online capabilities for all customers (students, schools, financial partners, etc.) to enable easier and more efficient data transfer through internet and/or other online interfaces (including Student Account Manager functionality).*

<i>Line Num</i>	<i>Channel</i>	<i>Category</i>	<i>Requirement ID</i>	<i>Requirement</i>	<i>Blueprint/CSTF</i>
165	Students	Aid Application	None	Include all forms on OSFA web site (by 3/00).	Performance Plan

## Report 2: Business Requirements Mapping (mapped to initiatives)

### **Initiative:** Common Third-Party Interfacing

*Implement a platform to provide standard interface capabilities for all SFA third parties (i.e., IRS, Department of Justice, etc.).*

<i>Line Num</i>	<i>Channel</i>	<i>Category</i>	<i>Requirement ID</i>	<i>Requirement</i>	<i>Blueprint/CSTF</i>
166	Financial		None	OSFA and its financial partners will take advantage of commercially available systems and services to: Share data related to the status of the loan portfolio as well as individual borrower records	Blueprint
167	Students	Aid Application	None	Work with IRS to participate in a pilot test of electronic matching of income data (by 06/00).	
168	Schools		None	Increase schools access to SFA databases within Privacy Act constraints and with appropriate security measures (by June 2000).	Performance Plan
169	Schools		None	Partner with the National Student Loan Clearinghouse so we can eliminate mismatches in enrollment information between our own and our partner's processes (by August 2000).	Performance Plan
170	Financial		None	Give guarantors access to all the information in the National Student Loan Data System, subject to Privacy Act considerations and appropriate security measures (by September 2000).	Performance Plan
171		Aid Application	STU026	STU026 (Web Related): Work with IRS to implement matching ED data with IRS data.ITIRB Ref #13 (FY00) - IRS Match Pilot, \$350k,ITIRB Ref #14 (FY00) - IRS Test Match Study, \$150k	CSTF
172			PAR043	Give guarantors access to all the information in NSLDS, subject to Privacy Act considerations and appropriate security measures.	CSTF
173			SCH021	In collaboration with the Department, provide school access to appropriate OSFA-held loan data (Direct Loans and Debt Collection Service) within Privacy Act constraints.	CSTF
174			PAR044	Examine the possibility of letting GAs and lenders update information for NSLDS on-line, subject to Privacy Act considerations and appropriate security measures. PAR045 Give guarantors Dun and Bradstreet (DUNS) numbers electronically, so they can update their participant databases.	CSTF
175			SCH012	Integrate all OSFA databases, and give schools appropriate access within Privacy Act constraints and with appropriate security measures.	CSTF
176			SCH022	Within appropriate security measures, partner with the National Student Loan Clearinghouse and other databases. Explore the possibility of Direct Loan schools supporting the Clearinghouse.	CSTF

## Report 2: Business Requirements Mapping (mapped to initiatives)

**Initiative:** Consolidated Data Center (VDC)

*Design and implement a Virtual Data Center (VDC) to streamline call center operations and “host” all Department of Education systems at a single data center. Includes procedures and processes about day-to-day operations.*

<i>Line Num</i>	<i>Channel</i>	<i>Category</i>	<i>Requirement ID</i>	<i>Requirement</i>	<i>Blueprint/CSTF</i>
177			SCH023	Complete the integration of all databases used to track audits and financial statements. Eliminate duplicative and conflicting information.	CSTF
178	CIO		None	Reduce overall volume-adjusted operating costs for systems migrated to the consolidated data center by 10 percent. (September 2000)	Performance Plan
179	Schools		None	Work with schools to improve the quality of data in NSLDS.	Performance Plan

# Report 2: Business Requirements Mapping (mapped to initiatives)

**Initiative:** Consolidated Third-Party Support Services  
*Streamline contracting with external vendors to manage services provided to SFA. Perform analysis and implement consolidated services such as fulfillment, imaging, and lock box.*

<i>Line Num</i>	<i>Channel</i>	<i>Category</i>	<i>Requirement ID</i>	<i>Requirement</i>	<i>Blueprint/CSTF</i>
180			CAM01	Practice Need-based Planning. Identify and determine in-house vs. external goods and services.	Blueprint

## Report 2: Business Requirements Mapping (mapped to initiatives)

### **Initiative:** Enhanced Outreach Services for Under Served Market Segments

*Improve the external communications to partners and borrowers to disseminate information on changes to existing programs, technology, etc. for the under-served customer markets. Includes initiating projects with partners to research, develop, and promote best business practices, new products, and improved customer service (e.g., Partnership Council Teams).*

<b>Line Num</b>	<b>Channel</b>	<b>Category</b>	<b>Requirement ID</b>	<b>Requirement</b>	<b>Blueprint/CSTF</b>
181	CIO		None	Provide outreach services to the school community in Year 2000 preparedness, which will result in a Year 2000 school readiness measure in excess of 70 percent as reflected in a Department focused survey on October 15, 1999. (Measured as of October 15, 1999)	Performance Plan
182			SCH017	Encourage all schools to use the web to get publications, but make printed publications available to schools who do not have Internet access. Survey schools to determine when they need publications and deliver them on time.	CSTF
183			PAR042	In collaboration with the Department, make sure that procedures, policies, and regulations get to partners in a timely manner.	CSTF
184			SCH006	Survey schools to determine when they need training.	CSTF
185			SCH002	Customer Service Teams will expand current activities to provide one-on-one training and technical assistance to high-risk schools.	CSTF
186			SCH011	Expand current initiatives for new schools including: A check list of steps to become eligible; Instructions on how to begin drawing funds; On-site technical assistance to meet our requirements (upon request); and An invitation to the regional office to meet the staff.	CSTF
187			SCH001	Assign each school an account manager who will be part of a Customer Service Team with the know-how and authority to solve problems. Align the organization into channels around customer	CSTF
188			SCH015	Coordinate the distribution of timely, internal operating procedures used by OSFA staff and schools in the delivery of student financial aid.	CSTF
189			SCH066	Increase training delivery by using: Video-conferencing; Training videos accessible by mail or Internet; Web-based training; and Interactive web-based training. Examine the possibility of an OSFA syndicated television program.	CSTF
190		Aid Application	STU017	STU017 (Process Related): Organize "volunteers" to help people apply for aid. (e.g., service organizations, student groups, retired people, high school, proprietary school, community college, and four-year college personnel). Offer incentives to postsecondary students who participate in assisting	CSTF
191		Aid Application	STU035	STU035 (Process Related): Collaborate with students, schools, etc. to revise the Student Bill of Rights & Responsibilities.	CSTF
192		Call Centers	STU034	STU034: Collect complaints, compliments, suggestions for improving the financial aid process. Hold the Student Ombudsman office and the Student Channel General Manager accountable for using the feedback to improve aid delivery and repayment processes.	CSTF
193	Financial		None	Enter into up to six Voluntary Flexible Agreements with guaranty agencies in FY 2000, as called for in legislation, to experiment with improved ways to deliver aid, improve program integrity, and realize cost efficiencies (by June 2000).	Performance Plan

## Report 2: Business Requirements Mapping (mapped to initiatives)

### **Initiative:** Enhanced Outreach Services for Under Served Market Segments

*Improve the external communications to partners and borrowers to disseminate information on changes to existing programs, technology, etc. for the under-served customer markets. Includes initiating projects with partners to research, develop, and promote best business practices, new products, and improved customer service (e.g., Partnership Council Teams).*

<b>Line Num</b>	<b>Channel</b>	<b>Category</b>	<b>Requirement ID</b>	<b>Requirement</b>	<b>Blueprint/CSTF</b>
194	Financial		None	Involve our partners in the design of everything that affects them (by April 2000).	Performance Plan
195	Financial		None	Create a rapid response team to identify and to address serious administrative problems (by January	Performance Plan
196	Financial		None	Assign each financial partner a contact point within a customer service team with the know-how and the authority to get questions answered and problems solved (by January 2000).	Performance Plan
197	Schools		None	_ Dedicated School Service Representatives. This ensures a human element is not lost as OSFA expands access to technology-based tools for schools. Aid experts will be on hand to address special issues or problems that can not be resolved by the school financial aid administrator or through OSFA supported technology tools.	Blueprint
198	Schools		None	Create a Partnership Council with software providers to satisfy school needs in a timely manner (by January 2000).	Performance Plan
199	Schools		None	Expand our current initiatives to help non-compliant schools and schools on reimbursement prepare action plans to improve their management of Title IV programs (by September 2000).	Performance Plan
200			PAR003	When possible, work jointly with partners and get buy-in before issuing "Dear Partner" letters to announce operational changes.	CSTF
201			SCH062	Get schools to provide technical assistance to other schools in a mentoring program. Partner with NASFAA and build upon their mentoring initiative.	CSTF
202		Aid Application	STU041	STU041 (Process Related): Conduct structured focus groups to validate services provided by OSFA and its partners.	CSTF
203			PAR001	Establish Partnership Council Teams, with guaranty agencies and lenders to: Develop and implement guiding principles of quality customer service for students; Develop training and technical assistance materials for OSFA and partners to use in educating their customers and clients on student aid; Define, develop, and share performance data for benchmarking purposes; and Address issues to improve service to students through specialized subcommittees to reduce defaults, standardize forms, and other common program issues. Partnership Council Teams will be based upon trust.	CSTF
204			PAR006	Conduct structured and representative focus groups on a regular basis to validate the service provided by OSFA and its partners.	CSTF
205			SCH047	Have system users (external and internal): Tell us what system changes they want; Review new system change(s); and Give feedback on the outputs of each system change.	CSTF
206			SCH050	Invite members of the community to speak at OSFA all-hands employee meetings to give their perspective on OSFA's performance. Make videotapes of the presentations available to the regional	CSTF
207			SCH051	Expand current initiatives to partner with the Puerto Rico education entities, schools, and partners to identify and address the needs of the community.	CSTF

## Report 2: Business Requirements Mapping (mapped to initiatives)

### **Initiative:** Enhanced Outreach Services for Under Served Market Segments

*Improve the external communications to partners and borrowers to disseminate information on changes to existing programs, technology, etc. for the under-served customer markets. Includes initiating projects with partners to research, develop, and promote best business practices, new products, and improved customer service (e.g., Partnership Council Teams).*

<b>Line Num</b>	<b>Channel</b>	<b>Category</b>	<b>Requirement ID</b>	<b>Requirement</b>	<b>Blueprint/CSTF</b>
208			SCH049	Have a position in OSFA for a "School Official in Residence" on a rotating basis. Use school personnel from the Financial Aid, Business, and Data Processing offices.	CSTF
209			SCH053	Involve schools in operational decisions to assess impact. Test changes with schools before	CSTF
210			SCH065	Include qualified school personnel in our pool of trainers. Expand the network of institutional trainers.	CSTF
211			PAR040	Get community-based organizations to "volunteer" to help people apply for aid. Offer incentives to postsecondary students who participate in assisting other students. This could be for all customer segments, English speaking, Limited English Proficient (LEP) and people with disabilities.	CSTF
212			PAR010	Partner with the Puerto Rico education entities to identify and address the needs of the community.	CSTF
213			EMP051	Get more students to work in OSFA offices when school is out.	CSTF
214			SCH067	Ask schools what training they want and provide it.	CSTF
215			PAR005	Have system users: Tell us what system changes they want; Review new system change(s); and Give feedback on the outputs of each system change.	CSTF
216			PAR008	Immediately tell employees and contractors about system updates.	CSTF
217			PAR007	Using consistent sources (e.g., web site, press releases, "Dear Partner" letters) release information promptly about progress toward the PBO, changes to products, and other information.	CSTF
218			SCH019	Expand current mailing lists to include administrative offices, branch campuses and OSFA related entities such as TRIO.	CSTF
219			SCH046	Create a unit within OSFA to survey customers on product and service needs. Use the feedback to develop and improve OSFA products and services. This unit would perform or support: Research & Development to promote best in business practices; Product Development to test new product prototypes and incorporate customer feedback into the product design; Outreach to raise awareness of OSFA's products and services and build partnerships for product and service delivery; and Planning to focus OSFA's efforts on anticipating and satisfying customer needs.	CSTF
220			SCH048	Work with other federal agencies (e.g., Veterans Affairs, Treasury Department, Social Security Administration, General Accounting Office (GAO), and Congress) to improve customer service.	CSTF
221			SCH057	Hold structured and representative focus groups regularly to validate the services OSFA provides.	CSTF

## Report 2: Business Requirements Mapping (mapped to initiatives)

### **Initiative:** Enhanced Outreach Services for Under Served Market Segments

*Improve the external communications to partners and borrowers to disseminate information on changes to existing programs, technology, etc. for the under-served customer markets. Includes initiating projects with partners to research, develop, and promote best business practices, new products, and improved customer service (e.g., Partnership Council Teams).*

<b>Line Num</b>	<b>Channel</b>	<b>Category</b>	<b>Requirement ID</b>	<b>Requirement</b>	<b>Blueprint/CSTF</b>
222			SCH045	Establish Partnership Council Teams, made up of frontline school and OSFA employees, and senior OSFA leadership to: Establish, with our schools, guiding principles of quality customer service; Emphasize OSFA's commitment to training and technical assistance for schools; Share performance data for benchmarking purposes; and Ensure delivery of quality customer service to populations that are under-served by OSFA programs (e.g., bilingual populations). Subcommittees will address specific issues to improve service to students; for example, reducing defaults, standardizing	CSTF
223			SCH061	Create an exchange program between OSFA, schools, and OSFA servicing offices (e.g., the Contracts and Purchasing Operations) where school employees would work at OSFA and OSFA employees could do the same at a school's site.	CSTF
224			PAR041	Work with other federal agencies (Veterans Affairs, Treasury Department, and Social Security Administration) to improve customer service.	CSTF

## Report 2: Business Requirements Mapping (mapped to initiatives)

### **Initiative:** Compliance Tracking & Reporting

*Capture information not support compliance/regulatory factors for multiple product types. Includes incorporating reporting tools to govern compliance regulatory issues/tracking.*

<i>Line Num</i>	<i>Channel</i>	<i>Category</i>	<i>Requirement ID</i>	<i>Requirement</i>	<i>Blueprint/CSTF</i>
225	CIO		None	Provide timely responses to internal audit reports.	Performance Plan
226	Students	Miscellaneous	None	Provide timely response to internal audit reports	
227	Schools		None	Initiate a feasibility study to identify the technology solutions that can be used to fully automate the compliance audit and financial statement submission and review process (by April 2000).	Performance Plan
228	Schools		None	Provide timely responses to internal audit reports.	Performance Plan
229			PAR047	Work with lenders to develop a streamlined, electronic process of submitting the quarterly report (799 report).	CSTF
230			PAR048	Once lenders have the electronic reporting process, explore monthly instead of quarterly reporting.	CSTF
231			SCH034	Work with the Office of the Inspector General (OIG) to increase the confidence in annual audits.	CSTF
232			SCH032	Give auditors all relevant publications, including the most up-to-date audit guide.	CSTF
233			SCH033	Train Title IV auditors.	CSTF
234	Financial		None	Provide timely responses to internal audit reports.	Performance Plan

## Report 2: Business Requirements Mapping (mapped to initiatives)

**Initiative:** Single Identifier for Each Entity (Includes PIN usage)

*Design a uniform single identifying data element for each customer entity in SFA's system including students, schools, and financial partners. Include the use of PIN logic as a form of identification.*

<i>Line Num</i>	<i>Channel</i>	<i>Category</i>	<i>Requirement ID</i>	<i>Requirement</i>	<i>Blueprint/CSTF</i>
235			PAR045	Give guarantors Dun and Bradstreet (DUNS) numbers electronically, so they can update their participant databases.	CSTF
236	CIO	Miscellaneous	LR04-1280	Process Loan Payment and Grant Overpayment provides a single point of interface for receiving student aid data and payment history for Federal loans	Blueprint

## Report 2: Business Requirements Mapping (mapped to initiatives)

### **Initiative:** Performance Measurements Analysis & Design

*Develop a process and framework for establishing, tracking, and reporting SFA current and target performance measures. The goal is to use the performance measures to understand, predict, and improve performance.*

<b>Line Num</b>	<b>Channel</b>	<b>Category</b>	<b>Requirement ID</b>	<b>Requirement</b>	<b>Blueprint/CSTF</b>
237			pp.IIID	Develop indicators to measure, monitor, and analyze SFA's performance in customer service, lower unit costs, and employee satisfaction.	Blueprint
238	COO	Employees	None	Develop process that identifies critical employee programs and converts data from these programs into managerially-significant information. Use this information to identify gaps in program performance, initiate corrective action, address critical employee concerns, and continually improve employee	Performance Plan
239			pp.IIID	Collect data from various sources and rigorously analyze to produce trends, gaps, etc. to identify necessary changes to processes, performance objectives and technology	Blueprint
240	COO	Partners	None	Closely monitor customer/partner satisfaction information.	Performance Plan

## Report 2: Business Requirements Mapping (mapped to initiatives)

### **Initiative:** Existing Modernization Projects & Other SFA Initiatives - Enhanced Procurement Process

*Evaluate all initiatives currently being pursued under the Modernization Partner Project, including the enhancement of the procurement process.*

<i>Line Num</i>	<i>Channel</i>	<i>Category</i>	<i>Requirement ID</i>	<i>Requirement</i>	<i>Blueprint/CSTF</i>
241	CIO		None	Update the Modernization Blueprint by including Level Three and Four details, as developed, for each project undertaken.	Performance Plan
242			PAR026	Release Requests For Information (RFIs) earlier, allowing for more rounds of comments.	CSTF
243	CIO		None	Publish updated blueprint semi-annually.	Performance Plan
244			PAR027	Have OSFA staff from each channel develop outcome-based performance standards early in the procurement process.	CSTF
245			PAR034	Develop a Team Certification Program where business process owner, COTR, and Contracting Officer (CO) learn to work together.	CSTF
246			PAR028	Build in incentives and consequences based on performance linked to customer satisfaction. Implement these performance standards across all contracts affecting the same customer segment.	CSTF
247			PAR030	Coordinate contract implementation period with RFP respondents.	CSTF
248			PAR031	Offer "performance-based contracting" classes to all OSFA employees who routinely work with	CSTF
249			PAR023	Structure Requests For Proposals (RFPs) so they emphasize results versus process.	CSTF
250			PAR035	Delegate acceptance/rejection authority from the COTR to employees who receive contractor products and outputs.	CSTF
251			PAR036	Hold monthly review meetings between the business process owner, the COTR, the CO, and the contractor. Hold joint meetings with interlocking contractors.	CSTF
252			PAR022	Begin acquisition planning as early as possible.	CSTF
253			PAR024	Tailor evaluation criteria to the needs defined in the acquisition planning.	CSTF
254			PAR032	Offer basic contract administration classes to all OSFA employees and their managers who work with contractors.	CSTF
255			PAR025	Include interested bidders early in the acquisition process, before OSFA develops a draft RFP. Invite interested bidders to propose RFP content, including evaluation criteria.	CSTF

## Report 2: Business Requirements Mapping (mapped to initiatives)

**Initiative:** Training & Communications Delivery (included across all Initiatives)

*Training and communications efforts will be implemented across various initiatives, as applicable*

<i>Line Num</i>	<i>Channel</i>	<i>Category</i>	<i>Requirement ID</i>	<i>Requirement</i>	<i>Blueprint/CSTF</i>
256			EMP034	Each OSFA employee from the COO down will spend time on the front line serving customers and soliciting customer feedback.	CSTF
257			EMP044	Provide employees easy access to OSFA and ED information through a single Intranet entry point.	CSTF
258			EMP042	Get managers to use flexible workplace and flexible schedule arrangements as workload management	CSTF
259			EMP039	Meet the needs of disabled OSFA employees.	CSTF
260			EMP038	Provide a healthy and safe workplace that reinforces the value of OSFA employees.	CSTF
261			EMP037	Continue the listening sessions with customers and employees which were started by the task force. Get OSFA managers at all levels to read the listening session notes to become more aware of employee and customer issues.	CSTF
262			EMP004	Subject to compliance with applicable personnel requirements, rotate middle and executive level leaders among channels to expand their understanding of how the organization satisfies the mission.	CSTF
263			EMP035	Encourage managers to conduct exit interviews with employees leaving OSFA to find out why employees leave OSFA.	CSTF
264			PAR033	Empower Contracting Officers Technical Representatives (COTRs) and on-site monitors to make decisions affecting day-to-day program operations.	CSTF
265			EMP033	Create an "Employee Ideas Advocate." Get employees to submit ideas for improving service, reducing costs, and improving customer satisfaction. Employees can use the system to track the response of OSFA leadership to their ideas.	CSTF
266			EMP032	Develop a continuous feedback system for collecting suggestions, complaints, and compliments from customers, partners, and employees.	CSTF
267			EMP036	Establish a system to provide personalized feedback to employees regarding meeting the needs of the customer.	CSTF
268			EMP031	Let teams search for the best deals in the marketplace. Build in consequences for overspending to increase accountability.	CSTF
269			EMP048	Work with the Employee Assistance Program (EAP) to increase the outreach of stress-management support mechanisms.	CSTF
270	Employees		None	Career Enhancement—Employees will not be left behind in the rush to modernize. Everyone will get the basic training they need—from business writing to high-tech mastery of communication through scheduling software (e.g., Outlook _ ). Tailored training for specialized OSFA jobs will be available through automated, self-paced, self-taught lessons over the OSFA intranet.	Blueprint

## Report 2: Business Requirements Mapping (mapped to initiatives)

**Initiative:** Training & Communications Delivery (included across all Initiatives)

*Training and communications efforts will be implemented across various initiatives, as applicable*

<b>Line Num</b>	<b>Channel</b>	<b>Category</b>	<b>Requirement ID</b>	<b>Requirement</b>	<b>Blueprint/CSTF</b>
271			EMP050	Provide OSFA employees with career transition counselors to assist non-retirement eligible employees leaving OSFA in finding other jobs. Career transition counselors would work closely with the Training and Development Center (TDC) to partner with other federal agencies, state and local governments, and private industry to place these employees in other jobs.	CSTF
272			SCH007	Put the right OSFA people into the right jobs with the right skills.	CSTF
273			SCH008	Provide presentation skills development to all OSFA staff who make presentations or who do training.	CSTF
274			SCH009	Require professional development for OSFA trainers and other staff who make presentations.	CSTF
275			SCH010	Provide resources and incentives to encourage professional development for OSFA trainers (meetings, training, professional journals). Make professional development an employee evaluation issue.	CSTF
276			EMP045	Get OSFA employees involved in the ED volunteer incentive program in which time spent volunteering is matched in annual/ administrative leave in accordance with standards set by ED.	CSTF
277	Employees		None	Performance Evaluation—As a Performance Based Organization (PBO), OSFA will measure its business success in terms of customer satisfaction, employee satisfaction and cost minimization. Automated systems will provide employees and managers with current feedback on many measures, including OSFA's internal program costs. Information technology will give employees easy access to cost accounting data and analytical tools that will enable them to identify and pursue potential savings. Implementing these improvements will affect most of OSFA's current business processes. The next section describes at a high level how each functional area will change as a result of modernization.	Blueprint
278			EMP047	Look into low cost day care opportunities for employees. Consider a drop-in day care on days school is closed but the agency is open.	CSTF
279			EMP014	Make all core and job-related training at OSFA "University" competency-based, e.g., the employee can demonstrate proficiency in the content.	CSTF
280			EMP046	Celebrate employee accomplishments and also monumental service anniversaries.	CSTF
281			EMP012	Create a skills database modeled on best in business skills assessment at OSFA "University."	CSTF
282			EMP022	Ask employees what they need (hardware, software, and other equipment) to serve customers.	CSTF
283			EMP028	Encourage risk taking (within government ethics and legal guidelines) that is done to improve customer service. Acknowledge mistakes as a part of the learning process.	CSTF
284			EMP006	Publish a booklet annually of OSFA achievements based on input from our customers and partners.	CSTF
285			EMP003	Focus leadership performance standards on customer and employee satisfaction rather than process and administrative tasks. Managers will empower employees to deliver the best customer service.	CSTF

## Report 2: Business Requirements Mapping (mapped to initiatives)

**Initiative:** Training & Communications Delivery (included across all Initiatives)

*Training and communications efforts will be implemented across various initiatives, as applicable*

<b>Line Num</b>	<b>Channel</b>	<b>Category</b>	<b>Requirement ID</b>	<b>Requirement</b>	<b>Blueprint/CSTF</b>
286			EMP002	Affirm employee support for OSFA's mission through a Rights and Responsibilities Contract distributed to all employees, partners, and customers.	CSTF
287			EMP030	Measure individual and team performance against goals and objectives. Link rewards and consequences to employee actions.	CSTF
288			EMP008	Give awards to employees and teams who take steps that dramatically move OSFA toward a PBO by: Reinforcing OSFA values; Encouraging desirable behaviors that OSFA and their customers value; Rewarding achieving clearly defined outcomes rather than following procedures; Encouraging risk taking and experimentation; Motivating employees to want to do a good job; Recognizing teams as well as individuals; Recognizing that many employees are not motivated solely by monetary awards; Allowing employees to define and receive the incentives and rewards they value; Making a variety of awards possible for all employees rather than a limited number available to only a select few; Making awards fast, flexible, and simple to use so that managers can reward employees creatively and in a timely manner; Celebrating small and large accomplishments; Encouraging employees to excel in their areas of expertise by OSFA "University" conferring master teacher status on employees; and Encouraging managers to reward employees based on internal and external customer feedback.	CSTF
289			EMP009	Create the OSFA "University," based on best in business corporate universities such as the Disney University, Motorola University, Bank of Montreal Institute for Learning, and the Tennessee Valley Authority's TVA University.	CSTF
290			EMP011	Offer competency-based training for all job classifications at OSFA "University." Include specialized leadership training, mandatory for all managers. Promote leadership by encouraging all employees to participate in the leadership training.	CSTF
291			EMP001	Develop a meaningful mission statement. Clearly align each employee's job duties to the mission	CSTF
292			EMP017	Create a position at OSFA "University" for a "School Official in Residence." Rotate among top performing postsecondary institutions. Use personnel from the Financial Aid, Business, and Data	CSTF
293	Employees		None	Employees will work together in new ways enabled by new technological tools. Team members from headquarters and the regions will work together on projects through a Web-based collaborative work space. Discussions on different topics will be held in various chat rooms with everyone's work products available online. Video-conferencing will allow the team to meet face-to-face. One of the simplest and most useful new tools will be an online directory of employee knowledge and skill sets. This will allow employees to find an OSFA expert on any topic. Employees will be able to use this new system to select team members for special projects.	Blueprint
294			EMP015	Incorporate employee feedback in developing all OSFA "University" curricula, including defining competencies, delivery methods, and scheduling.	CSTF

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<b>Line Num</b>	<b>Channel</b>	<b>Category</b>	<b>Requirement ID</b>	<b>Requirement</b>	<b>Blueprint/CSTF</b>
295			EMP007	Implement first class program management by: Identifying potential issues and ensuring decisive and timely resolution; Establishing process cycles that ensure cycles are properly integrated; Identifying customer needs and incorporating them into the program processes; and Continuously assessing programs, evaluating current activities, and examining the impact of changes to maximize customer	CSTF
296			EMP018	Have OSFA "University" maintain a directory of mentors through the skills database. Include OSFA employees, and retirees who demonstrate mastery in their skill area.	CSTF
297			EMP019	Encourage the exchange of information across regional and divisional lines through OSFA "University."	CSTF
298			EMP020	Give employees access to all of the information they need to answer customer questions and resolve customer issues in one contact.	CSTF
299			EMP021	Give front line employees the authority and accountability to satisfy employee service needs.	CSTF
300			EMP027	Use the skills database to fill vacancies with OSFA employees.	CSTF
301			EMP026	Create a "technical" career path to advance highly skilled employees who do not want to enter management.	CSTF
302			EMP029	Move toward self-managed work teams who control their resources, including staffing. Empower employees to make decisions. When possible, implement a policy of "you write it, you sign it" to encourage ownership.	CSTF
303			EMP025	Give each employee a defined career ladder or career path to motivate each employee to succeed.	CSTF
304			EMP016	Have OSFA "University" establish an exchange and shadowing program between OSFA and partner organizations to promote learning.	CSTF
305			EMP010	Provide quality education at OSFA "University" in partnership with postsecondary institutions, consultants, and others.	CSTF
306			EMP013	Through OSFA "University," give each employee a skills assessment and updated Individual Development Plan (IDP) at least annually. Compare the Skills Database required competencies with the	CSTF